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# Security Assistance Teams

By

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## INTRODUCTION

Both the Foreign Assistance Act (FAA) and the Arms Export Control Act (AECA) provide the authority for conducting security assistance training and technical assistance in a foreign country. When such training or technical assistance is requested, the concerned U.S. implementing agency (i.e., Army, Navy, Air Force, Marine Corps, Coast Guard, or other joint service or Department of Defense activity) will often use its own uniformed service resources to fill the requirement. If this causes an adverse impact on the combat readiness of the military department (MILDEP),<sup>1</sup> then Department of Defense (DOD) civilian or contractor personnel may be used.

There are many special terms and acronyms that are used in the security assistance training and technical assistance areas (e.g., TAFT, TAT, FTS, ETSS, MTT, etc.). The conventional wisdom is that these multiple names are needed to distinguish between substantive forms of teams, either in their purpose, composition, or duration. The security assistance community is rather set on these terms as evidenced by their appearance in such documents as the *Joint Security Assistance Training (JSAT) Regulation* (AR 12-15/SECNAVINST 4950.4/AFR 50-29) dated 28 February 1990 and the *Security Assistance Management Manual* (SAMM) (DOD 5105.38-M) dated 1 October 1988, with subsequent changes thereto. Many would likely argue that given the day-to-day utilization of these terms by MILDEP specialists, any attempt to consolidate the various terms would be comparable to learning a new vocabulary with new definitions.

This article will briefly distinguish the various types of security assistance teams, identify them by their proper names, and describe the process for their scheduling and utilization. However, the reader is cautioned to refer to official references for any authoritative definitions, descriptions, or procedures.

## MISSION

The basic mission of military training assistance or technical assistance is to prepare host nation military personnel to the point that the host nation is self-sufficient, i.e., capable of conducting its own training and accomplishing its own technical requirements.

## TYPES OF TEAMS

To accomplish the basic mission, two types of security assistance teams are requested, programmed, assembled, and deployed to host countries. These are "training" teams and "technical assistance" teams.

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<sup>1</sup>Within the context of this article, "MILDEP" is used as the typical example of a source of security assistance teams. This is done to enhance continuity, however, it is recognized that teams can come from sources other than a given MILDEP.

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## 1. TRAINING:

Security Assistance training, when exported from the U.S. to a foreign country, is provided by Mobile Training Teams (MTTs) on temporary duty (TDY) in the host country and Field Training Services (FTSs) on permanent change of station (PCS) assignments. The MILDEPs have various names for the security assistance training teams they deploy to foreign countries. These include Army Operational Planning and Training Teams (OPATT) and New Equipment Training Teams (NETTs); Navy Mobile Repair Teams (MRTs) and Mobile Education Teams (METs) from the Defense Resources Management Education Center; and Air Force English Language Training Teams (ELTTs) from the Defense Language Institute English Language Center.

Regardless of name, all security assistance training teams fall into one of the two categories of MTT or FTS. Security assistance training teams are not intended to perform the normal functions of the Security Assistance Organization (SAO) or to augment any U.S. forces assigned or operating in the host nation. Moreover, such security assistance training teams may not be used as an integral part of the armed forces of the host country. Security assistance training teams are provided to meet specific training objectives in the host country in connection with developing the host nation's own self-sufficiency in training.

### MOBILE TRAINING TEAMS

**Description:** MTTs are composed of DOD personnel on TDY for a period not to exceed 179 days for the purpose of training international military and civilian government personnel in the operation, maintenance, and employment of weapon systems and support equipment or other special skills related to military functions. MTTs should not be confused with technical assistance teams. MTT deployments are associated with particular equipment transfers and training surveys to determine specific host nation needs and capabilities. They are implemented by the concerned MILDEP, and they use MILDEP resources in the United States and overseas.

**General Guidelines:** MTTs will be requested only when no other training is available to accomplish the training requirements. A decision to request an MTT should take into consideration all of the advantages and disadvantages, to include above all, the primary objective of the desired training. This is particularly true if the proposed training is to be funded under the International Military Education and Training (IMET) program rather than as a Foreign Military Sales (FMS) case. A fundamental objective of IMET is to influence foreign military personnel who hold, or are likely to hold, prominent leadership positions in their own services/countries by having them receive professional development training in the United States. Therefore, approval of an MTT request under IMET would be an exception to policy, and would be granted only after clearly demonstrating that an MTT was the best training option and that IMET was the only available funding source. Every effort should be made to fund MTTs through an FMS case rather than under IMET.

Training aids, special tools, and equipment must be available at the training location for the team to use during training, and for host nation use after training terminates. The training would be of little value if the tools were not available after the team departs. An MTT may not be used to assist in the renovation of a system or in the assembly, maintenance, and operation of a system. Training assistance on any non-U.S. end items will be considered only on a case-by-case basis.

**Request for MTTs:** The format on page 121 of the JSAT (Figure 13-1) will be used to request MTTs. The SAO should submit the request for an MTT during the annual Unified Command Security Assistance Training Program Management Review (PMR) or as soon as possible thereafter. The MTT development sequence provided on page 120 of the JSAT (Table 13-1) should be followed. Specific training objectives and requirements must be stated in the request.

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The SAO must ensure that the necessary equipment, technical publications, and instructional facilities are available upon arrival of the team. Team members with foreign language abilities cannot always be provided. Therefore, any required interpreter support should be furnished by the host nation. The SAO must ensure that the host nation personnel to be trained meet all prerequisites necessary to comprehend the technical levels of the training. A request for an unprogrammed MTT must be received by the MILDEP concerned no later than 120 days before the requested deployment date.

**Programming MTTs Under IMET:** Teams are programmed on a man-week basis. For costing purposes, IMET incremental pricing policies apply. Travel and per diem for all team members and civilian salaries must be programmed and funded by IMET and cannot be extended from one fiscal year to the next, which also prevents funding under the "fifth-quarter" concept. Therefore, all team members must terminate their TDY and return to their home duty stations prior to 30 September unless action has been taken to reprogram the team into the new fiscal year.

**Programming MTTs under FMS:** Teams can be provided by a separate Letter of Offer and Acceptance (LOA) or as part of an existing FMS case. MTTs provided under FMS cases may span fiscal years. The same cost elements as stated for IMET MTTs are used for FMS, plus the addition of military pay and allowances, to include current acceleration factors. Sufficient time must be allowed for the MILDEP to calculate the price and prepare and process the LOA, and for the host nation to accept and forward the initial deposit. This deposit must be sent to the Defense Finance and Accounting Service-Denver Center, Security Assistance Accounting Directorate (DFAS-DE/F), Lowry AFB, CO 80279. Funds for the team must be deposited with the DFAS-DE/F in advance of MTT preparations or deployment.

**SAO Responsibilities:** MTTs approved in the country training program are not automatically assembled and deployed. The SAO must notify the MILDEP that all preparations are in progress a minimum of 90 days before the team's programmed deployment date. Copies of the notification must be forwarded to the unified command and all other concerned activities and commands. Upon arrival in the host nation, MTTs are under the operational and administrative control of the SAO for the duration of their stay in-country. The team chief, however, is responsible only for the training mission. It is the responsibility of the SAO to offer all assistance possible, so that the team can accomplish its mission. The SAO will notify by message the Unified Commander, the MILDEP, and all interested activities of the arrival and departure dates of the MTT or individual members of the team. Also, a report of the team's performance and mission accomplishment will be prepared and sent to the responsible agency within the MILDEP. The format on page 122 of the JSAT (Figure 13-2) should be used for this report.

**MILDEP Responsibilities:** Commanders of units notified to provide personnel for MTTs will ensure that individuals selected for an MTT assignment have the experience, technical ability, maturity, and personality to accomplish their duties in the best interests of the United States. Maximum effort must be made to select individuals who meet the desirable, as well as the mandatory, qualifications and who are highly effective in working with others. It is also expected that these personnel will be goodwill ambassadors of the United States and that the impressions they make on host nation officials will be long lasting. Therefore, the importance of the accomplishments of personnel assigned to MTTs cannot be overemphasized.

As soon as personnel are selected, passports and visas should be obtained and an initial clothing allowance provided to each enlisted member when the SAO certifies that civilian clothing is required for mission accomplishment. If disclosure of classified information is required during the training, it must be authorized before the team departs. Team members will be medically fit to perform duty in the designated country and will have enough time remaining in the service to complete the required period of TDY before any programmed separation or retirement. The senior

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member of the MTT will be designated as the team chief. If an orientation for team members is necessary before departure, the team will assemble at a designated location. Upon completion of the mission, the team chief of each team will prepare a written report on the effectiveness of the training presented.

**Army Unique Management Procedures:** For the Army, an MTT request must come through the Security Assistance Training Field Activity (SATFA) to the Security Assistance Training Management Office (SATMO) which is responsible for coordinating all actions relevant to assembling and deploying all U.S. Army MTTs, to include the development of IMET and FMS refined cost estimates. The Unified Commander must approve the team's proposed mission before the request is forwarded to SATFA. An information copy of all requests coming from the U.S. Southern Command region will be sent to the U.S. Army South Security Assistance Office (USARSO/SA).

**Navy Unique Management Procedures:** The Navy Education and Training Security Assistance Field Activity (NETSAFA) will act as the central reviewing authority for all U.S. Navy MTT requests. NETSAFA will issue the details necessary for team organization, and will designate the command or activity responsible for coordinating team assembly. The Navy International Program Office will coordinate all requests for MTTs deploying as Mobile Repair Training Teams. Team members of a ship transfer team are normally drawn from the crew of the U.S. Navy ship being transferred and will be under the administrative control of the commander transferring the ship. When an MTT is required to report to a location in a foreign country for embarkation aboard a foreign ship, extreme care will be exercised in the preparation of orders. The team should be ordered to report to a U.S. activity, such as the SAO, for onward routing to the foreign ship. Team members should be assembled at a central location for all shipboard MTTs, whether embarkation is to be in the United States, in a foreign country, or at an overseas U.S. location.

The Marine Corps Security Assistance Training Field Activity (MCSATFA) determines which command or activity will support U.S. Marine Corps (USMC) requirements and then issues the details necessary for team organization, assembly, and deployment. NETSAFA will provide financial and administrative support to USMC MTTs. HQ Coast Guard International Affairs Division is the central authority for all U.S. Coast Guard (USCG) requests and manages all USCG security assistance teams. NETSAFA provides computer support and some administrative financial support.

**Air Force Unique Management Procedures:** For the Air Force, a survey team should be programmed to deploy at least 90 days before the in-place date of an MTT to assist in defining the training mission, duration, team composition, equipment or support requirements, and host nation ability to support the MTT. When planning to introduce a new weapon system, it is highly recommended that a system planning team be deployed, in advance of the MTT, to determine the host nation's requirements and capabilities. The system planning team will normally include the appropriate weapon system training specialists to assist the host nation in determining its operational and logistics training needs associated with the new weapon system. The SAO should initiate the request to call-up the MTT at least 90 days before the desired in-place date. The SAO will provide the necessary administrative support and ensure that the required equipment is available and ready for the training to take place. The team will not be deployed until the SAO has notified the implementing command that the support is available.

## **FIELD TRAINING SERVICES**

**Description:** Two types of teams are available under FTS. Extended Training Service Specialists (ETSS) teams (formerly known as Engineering and Technical Service Specialists) are

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composed of DOD military and civilian personnel. Contract Field Services (CFS) team members are under contract to DOD from private industry and are managed by the MILDEP providing the team. Personnel assigned to either team are on PCS assignments and are technically qualified to provide advice and instruction in the installation, operation, and maintenance of weapons, equipment, and systems.

**General Guidelines:** FTSs will be provided to host countries as the need arises for the purpose of training host nation personnel in the installation, operation, and maintenance of U.S. defense articles. While in-country, ETSS team members will be attached to the SAO and are subject to all SAO regulations; however, they are not augmentees to provide assistance that is normally the responsibility of the SAO. An ETSS may remain in-country for periods up to, but not exceeding, one year. Any additional time must be specifically approved by the Defense Security Assistance Agency (DSAA), taking into consideration the funding source (IMET or FMS). The MILDEP/SAO must also notify and obtain the approval of the Chief of the U.S. Diplomatic Mission if personnel are required on a PCS basis. CFS personnel are subject to the arrangements and agreements spelled out in the FMS case and/or the contract. The SAO may be tasked to monitor contractor performance and make periodic reports.

**Requests for FTSs:** The format on page 123 of the JSAT (Figure 13-3) will be used to request FTSs. FTSs may be requested under IMET or FMS; however, the MILDEP will attempt first to assemble an ETSS with military personnel. If military personnel are not available, the use of ETSS civilian personnel will be considered. If no DOD capability exists, a CFS may be contracted. The decision on the type of team to be provided rests with the MILDEP. Foreign language capability will not be a determining factor in meeting the request. If required, the host nation will be asked to provide translators if an otherwise qualified team can be deployed. If cancellation of an FTS is required, this request must reach the MILDEP at least 90 days prior to scheduled deployment.

**Programming FTSs under IMET:** Teams are programmed on a man-month basis. For costing purposes, ETSSs will not be funded to span two fiscal years. If a CFS is approved under IMET, the duration of the training is charged to the current fiscal year, regardless of any carryover into the succeeding year. ETSSs are priced using the same cost elements as for MTTs, and calculations must also include such things as dependent travel, household goods and POV shipment, and dependent schooling, if applicable. CTS costs include such things as personnel salaries, CONUS travel, in-country allowances, and overhead, depending on the arrangements negotiated in the contract.

**Programming FTSs under FMS:** Both ETSSs and CFSs can be provided under FMS. All associated costs must be included in the LOA. A CFS team may be negotiated directly between the purchaser and the civilian contractor through Direct Commercial Sales (DCS).

**CFS Unique Procedures:** A CFS will be contracted only when it can be clearly shown that personnel with the required skills are not available from DOD resources. U.S. military officers will not have supervisory control over contractor personnel; however, the SAO is responsible for advising all personnel of pertinent regulations and procedures. Additionally, the SAO will usually be designated as the Contracting Officer Representative (COR) to certify that all work is completed in accordance with the contract. Contractor personnel may not become part of the host nation organization and will not be placed in policy-making positions or positions of control over DOD personnel or personnel of other contractors.

**SAO Responsibilities:** The SAO should communicate with team members as soon as individuals are identified to advise them of their duties, travel conditions, clothing, and other requirements. Upon arrival in-country, all team members should be briefed thoroughly on the

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history, culture, and customs of the country and on the organization and capabilities of the host nation forces to be trained. The SAO supervises all FTS team activities and has jurisdiction of all ETSS personnel assigned to the area. Therefore, the SAO must acquaint ETSS personnel with all pertinent regulations and procedures. Additionally, the SAO must coordinate with the unified command to arrange for any quality-of-life items which are not available in the host country and which would have a positive effect on the living and working environment of the team.

## **2. TECHNICAL ASSISTANCE:**

Technical assistance to foreign military personnel is provided by Technical Assistance Teams (TATs), TDY to the host country, and Technical Assistance Field Teams (TAFTs) on PCS assignments. The assistance provided by TATs and TAFTs is not considered "training assistance," even though some on-the-job training may take place as part of these activities. Just as with training, the MILDEPs have several names for the security assistance technical assistance teams they provide to foreign governments. For example, the Army has Quality Assurance Teams (QATs), New Equipment Training Teams (NETTs), and Program Requirements Determination Teams (PRDTs); the Navy has Mobile Repair Teams (MRTs); and the Air Force has Language Training Detachments (LTDs), Site Survey Teams (SSTs) and System Planning Teams (SPTs). All of the MILDEPs, from time to time, provide Contractor Engineering and Technical Services (CETS) to support requirements. Regardless of name, all security assistance technical assistance teams fall into one of the two categories of TAT or TAFT. In the pure sense, these teams provide only technical or maintenance assistance (installing/testing equipment) as opposed to teaching host nation personnel how to install/test the equipment themselves.

### **TECHNICAL ASSISTANCE TEAMS**

**Description:** TATs are teams of DOD military or civilian personnel deployed on a temporary basis, for up to 179 days (TDY), to place into operation, operate, maintain, and repair equipment provided under a security assistance program. TATs will not be used to provide training or instruction, except for OJT that is necessary to transfer technical responsibility to the host nation. Therefore TATs are not provided under IMET, except to install English language laboratories.

**General Guidelines:** Team members must be highly qualified technicians as opposed to trainers. A TAT maintains and/or repairs equipment and can establish a supply system or maintenance facility. A TAT is funded only under FMS. The difference between an MTT and a TAT is not always clear. Each, of necessity, may often have overlapping functions related to the other's mission in accomplishing its own, which is unavoidable.

**Request for TATs:** Letters of Request are forwarded by the SAO to the appropriate case manager in the responsible MILDEP. When requesting a TAT, care should be taken to select the appropriate team(s). Depending on the requirements and circumstances, a Site Survey Team (SST) or a System Planning Team (SPT) assessment may be needed, followed by a Program Requirements Determination Team (PRDT).

**Programming TATs:** TATs are programmed under FMS. Every effort should be made to forecast, review, and finalize TAT requirements during the annual Unified Command Security Assistance Training Program Management Review (PMR). A request for an unprogrammed TAT will be forwarded through the unified command not later than a minimum of 120 days before the desired departure date. The unified command will first determine the capability of agencies within the command to perform the mission before sending an unprogrammed request forward.

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**SAO Responsibilities:** SAOs must identify in-country requirements in the Annual Integrated Assessment of Security Assistance (AIASA), and ensure that programming actions occur during unified command training PMRs. A formal request must be submitted through the unified command to the appropriate MILDEP to initiate identification and assembly of the team. The SAO exercises disciplinary authority and provides administrative support while the team is in country. Additionally, the SAO will ensure team compliance with directives issued by the Ambassador and keep the unified command informed of team activities and progress.

**MILDEP Responsibilities:** The MILDEP must identify and select highly qualified individuals, who have been carefully screened as to character as well as professional competence for team composition. Additionally, the MILDEP must prepare the LOA, assemble the team, and prepare it in every way.

**Army Unique Management Procedures:** An Army TAT should be requested only in urgent cases when expertise does not exist in the host country, or where there is inadequate leadtime for the training of host nation personnel in the U.S. A TAT will not be used to provide training and instruction, except on-the-job (OJT) training incidental to the technical assistance mission, or when necessary to transfer technical responsibility to the host country. Formal SAO callup action must occur at least 90 days prior to the desired callup. Army TATs are identified by a coding system used in all correspondence for the entire period of their existence. SATMO will designate the financial manager for all TATs, which will normally be the TAT source agency. Prior to departure, teams will assemble, under the command of the Team Chief, at a location designated by SATMO. The assembly area commander will notify the SAO via message, with an information copy to all concerned, of the team's specific travel itinerary. Upon mission completion, the SAO will notify the furnishing command, by message, of the return itinerary. An After-Action-Report will be prepared by each TAT upon mission completion. The furnishing command will provide administrative support to the team chief to facilitate preparation of the report.

**Navy Unique Management Procedures:** Navy TATs are provided by the MAJCOM whose specialty or resources are needed to accomplish the technical assistance requirements. They, therefore, are highly individualized, with personnel being identified and assembled in accordance with the procedures and guidelines of the MAJCOM providing the team.

**Air Force Unique Management Procedures:** TATs will not be used to provide training, except for incidental, over-the-shoulder opportune instruction in conjunction with their primary mission. OJT is not permitted. Requests are forwarded to the appropriate case manager and must be accompanied by a worksheet detailing the requirements, support arrangements, and reporting instructions. The MAJCOM providing the personnel resources will be the implementing command. A line manager, working closely with the case manager and Air Force Military Personnel Center (AFMPC), determines availability of personnel and if training is needed for identified team members. The line manager will notify AFMPC and the Secretary of the Air Force Office of International Affairs (SAF/IA) of actual PCS manpower requirements. The line manager also arranges team predeparture training and instructs the team chief regarding specific duties and responsibilities. The team chief is responsible to the case and line managers for mission accomplishment, and must prepare an initial report 30 days after arrival in-country and an end-of-tour report to be submitted during out processing. Progress reports are required immediately upon encountering difficulties and quarterly financial reports must be provided by the SAO.

## TECHNICAL ASSISTANCE FIELD TEAMS

**Description:** A TAFT is deployed to a host country on a PCS assignment (usually for one year or more) with the primary mission of providing assistance (not training) to foreign personnel



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in the operation, maintenance, and tactical employment of weapon systems and support equipment or other special skills related to military functions.

**General Guidelines:** Team members provide technical assistance, as opposed to training, on a case-by-case basis. TAFTs will be used to provide in-country technical assistance to foreign personnel on specific equipment, technology, weapons, and/or supporting equipment. All costs will be borne by the host country. The detailed arrangements concerning costs and reimbursements will be included in an LOA or in agreements made with the host government. TAFT personnel will not perform SAO functions nor be used to augment the SAO. Technical assistance is provided on an interim basis pending host nation development of the respective capability. Team members will not perform operational duties of any kind except as related to the conduct of on-the-job assistance to host nation personnel in the operation and maintenance of equipment, weapons, or support equipment. TAFT personnel (or any security assistance team for that matter) will not engage in or provide assistance or advice to host nation forces in a combat situation. When a status of forces agreement (SOFA) is in force, the TAFT agreement or LOA will specify that the TAFT members are considered members of the U.S. Forces. In the absence of a SOFA, a diplomatic agreement will provide that TAFT members receive the same privileges and immunities specified by the Vienna Convention on Diplomatic Relations of 1961 for members of administrative and technical staffs.

**Request for TAFTs:** The SAO, working closely with the host nation, must evaluate any requirement for technical assistance and develop a listing of the skills needed to provide the technical assistance along with the length of time necessary to accomplish host nation self-sufficiency. Once this information is known, the SAO must coordinate with the Ambassador and submit the request to the appropriate MILDEP. The request should contain data in sufficient detail to preclude or minimize questions during the MILDEP approval process.

**Programming TAFTs:** As with TATs, the SAO must identify future TAFT requirements in the AIASA and be prepared to review the requirements at the annual unified command training PMR. TAFTs are programmed under FMS. The host country will be responsible for all costs related to the TAFT, to include personnel pay and allowances, special training of team members, transportation and TDY expenses, and the full range of support for dependents if applicable.

**SAO Responsibilities:** Thirty days prior to the in-place date, the SAO must send a team callup message to the responsible implementing MILDEP. The SAO must verify the adequacy of transportation, quarters, and meals; and the availability of equipment, facilities, and other resources necessary for the team to accomplish the mission. The SAO is then responsible for initial planning and coordination of in-country TAFT activities and preparation of a detailed, time-phased plan. Also all arrangements must be made for in-country support of team members and dependents. While the team is in country, the SAO must monitor the results of the team's work and develop and submit plans for any follow-on requirements. The SAO Chief exercises disciplinary authority over all team members, ensuring compliance with DOD regulations and directives lawfully issued by the Ambassador. The SAO also provides routine administrative and logistical support, and coordinates the team's activities with other in-country DOD elements.

**MILDEP Responsibilities:** In conjunction with the SAO, the MILDEP must validate TAFT requirements and resource availability, and assist the SAO in preparing the detailed, time-phased plans. The MILDEP must also conduct in-depth studies of host nation technical assistance requirements, to include analysis of any follow-on requirements. The MILDEP must determine price and availability and prepare an LOA for presentation to the host government. Additionally, in-country logistical support, beyond the SAO's capability, is provided by the unified command's

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component whose MILDEP provides the TAFT. The support must be provided to team members and their dependents alike, if applicable.

**Army Unique Management Procedures:** An Army TAFT will be considered only if requirements cannot be satisfied by MTT, TAT, FTS, or commercial contracts. Army TAFTs are deployed to provide technical assistance on specific equipment, technology, procedures, weapons and supporting systems, as well as providing training. Normal leadtime for receipt of an Army TAFT in-country is 18 months. SATMO is responsible for preparation and development of all Army TAFTs and related support activities. Since an Army TAFT may also provide training, the request from the SAO must include the number, size, and type of units to be assisted; the level of training or technical proficiency expected to be attained by host nation forces and the proficiency level at time of arrival of the TAFT in-country; the impact of TAFT arrival on overall time phasing of training programs; the potential follow-on TAFT or TAT requirements related to the subject requirements; and the potential use of in-country personnel (U.S. or host nation) with similar or related skills.

**Navy Unique Management Procedures:** Similar to Navy TATs, a requirement to provide a Navy TAFT would be forwarded to the applicable Navy MAJCOM. The TAFT's deployment would be in accordance with the MAJCOM's procedures and guidelines.

**Air Force Unique Management Procedures:** Training is not permitted by Air Force TAFTs other than incidental, over-the-shoulder opportune training. OJT is not permitted. Requests are forwarded to the appropriate case manager and must include a worksheet, prepared by the requester, discussing the requirements, support arrangements, reporting instructions, etc. The implementing command for TAFTs is the air component of the unified command where the team will be deployed. The case manager notifies AFMPC of manpower requirements, and also requests LOA data inputs from the implementing command. The line manager determines availability of personnel through AFMPC or Air Force Logistics Command (AFLC), as appropriate. Cost estimates are provided by the MAJCOM tasked to provide the personnel. Any special conditions requested by the host country will, if approved, be part of the basic TAFT supplemental conditions. Accepted LOAs are sent to the implementing command with information copies sent to the unified command.

## CONCLUSIONS

Training and technical assistance are vital elements of security assistance. Sometimes it is more convenient and cost effective to provide the training or technical assistance in the host country rather than bringing large numbers of host nation personnel to the U.S. This is especially true when availability of equipment is a factor. Teams of specialists may be requested for a specific task, for a limited period, or for extended periods. The request for training must specify the training objectives, the number of students to be trained, the skill levels to be achieved in each specialty area, the equipment required/available, and the desired length of training. The request for technical assistance must identify the specific work to be performed, the types of weapons, equipment, or systems, and the major area or component for which assistance is needed. Additionally, support arrangements and reporting instructions must be provided. The SAO is responsible for working closely with host nation officials to identify training and technical assistance requirements and to get them programmed with the appropriate MILDEP. The SAO must also supervise and take care of the teams and their individual members while they are in-country. Security Assistance Teams have been, and will continue to be, our most effective security assistance mechanism for making friends and solidifying close military-to-military relationships with our allies around the world.

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## ABOUT THE AUTHOR

Lieutenant Colonel Bill L. Cochran, USAF, is an Assistant Professor at DISAM. He holds a Bachelor of Arts Degree in Political Science and Spanish from Brigham Young University and a Master of Science Degree in Business Administration and Economics from the University of Utah. Prior to reporting to DISAM in 1990, Colonel Cochran completed tours in the SAO, Mexico City, Mexico, and on the staff of U.S. Southern Command, Quarry Heights, Panama.